ACTIVITY PLANNING AND SUCCESS OF COMMUNITY PROJECTS IN SELECTED ORGANIZATIONS IN MAROODIJEEX REGION, SOMALILAND

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Master of project planning and Management

By:

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DECLARATION A

"This Thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".

Hamse Abdillahi Abdi

Name and Signature of Candidate

18. Nov-2013

Date

DECLARATION B

I confirm that the work reported in this Thesis was carried out by the candidate under my
)ervision".

Kibs Muhanguzi
Bishop

ne and Signature of Supervisor

20/11/13

Date

APPROVAL SHEET

This thesis entitled Activity Planning and Success of Community Projects in Selected Organizations in Maroodijeex, Somaliland, prepared by Hamse Abdillahi Abdi Koshin in partial In Partial Fulfillment of the Requirements for the Degree Master of arts in project planning and Management has been examined and approved by the panel an oral examination with a grade of PASSED.

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DEDICATION

dedicate this book to my most love mother Aisha H. Abdillahi for her continuous ıpport and commitment; she is the one whose dedications made me what ever so rilliant lad I am today. To my father Abdillahi Abdi Koshin who I bear witness that he is ıe rare good Dads in any locality

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Abstract

Community development Project failure is standing issue that is common in omaliland which inhibits the improvement of socio-economic development of the ountry. The government of Somaliland attached great importance for all evelopmental projects as a developing edge of the country. The purpose of this study s to determine and describe the impact of activity planning on success of community rojects of selected organizations in Maroodijeex region of Somaliland. This study is iming at knowing if there is significant difference of relationship between these two ariables (activity planning and success of community projects) which was not dequately sought out in the context in which this study covered. *Descriptive survey* esign was employed specifically the *descriptive comparative* and *descriptive correlation* trategies to discover the causal/differences relationships. Systematic random sampling as also used to pick out the respondents by ensure the eligibility criteria The esearcher had a target population of 154 which are categorized as (96 international rganizations and 58 local organizations), using Slovene's formula the researcher found ut a number of 111 respondents. The researcher adopted a face sheet and a esearcher devised questionnaire in both IV and DV. The findings revealed that the ıale respondents dominated the local and international NGOs with a percentage of 9%. Young people at the age bracket of 20- 29 years also took a substantial role with 9%. The level of activity planning in selected NGOs was important because of the verage mean of 2.55, which is interpreted as important. The level of community evelopment projects the mean index indicated as 3.07 which is also interpreted as nportant. The null hypothesis was rejected by the r value (0.401) which indicates a ositive correlation between the two variables (r>0). The sig values (0.0000) indicate ıat the two variables are significantly correlated thus, the stated research hypothesis is ejected, and the alternative is accepted leading to conclusion that activity planning and ommunity development projects sig. =0.0000 are significantly correlated at 0.05 level f significance. The researcher also concluded that activity planning differs significantly ccording to the sex of the respondents (sig. 0.0379, t-value=2.843), male respondents ave greater (average mean 3.87) then female (average mean 3.53), that means male espondent show high importance on activity planning then female. Thus the researcher ejected the null hypothesis and accepted the alternative *"there is significant difference the level of activity planning among selected organizations according to their profile haracteristics* ". The basing on these results, Finally the researchers recommends that 's a collective responsibility of the government , NGO sector, profit organizations and ıe community to promote the skills of the project staff in Somaliland, and impose egulatory framework for proper implementation of project thus the development aid ill positively impact the socio-economic development of the society.

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CHAPTER ONE

PROBLEM AND ITS SCOPE

Background of the Study

Most organisations, businesses, developers and charities make the mistake of steam rolling into a project without a sound project activity planning (Howell, etal, 2000). According to Carr, Marvin ... et al (1993). Conceptually project activity planning involves a series of steps that determine how a particular goal or set of related goals of a project is to be achieved that are identified by in a community plan or a strategic plan. Theoretically a project is conceptualized as project is conceptualized as a transformation of inputs into output that have a managerial part of it the primary function of the managerial part is planning and to translate the resultant plan into action by executing and dispatching tasks to work stations, There s a process to be controlled, a unit for performance measurement, a standard of performance and a controlling unit (thermostat control) (Koskella and Howel, 2002). Effective planning for project activities provides detail and structure to project work plans and establishes a way to continue the project after the grant funding ends, meaning it is sustainability (Baker, etal, 1988).

Africa relied increasingly on development project since the independence era o achieve its development goals. Yet, many observers (e.g., Eneh, 2009). point out hat abandoned, failed, or poorly executed projects are the norm in Africa and that heir use has even thwarted its development this special issue is not about the potential contribution of project management to Africa, or what good project planning, project management, or control practices should be in that continent. nstead, it is about what project planning is in Africa and about what does work or ails in that context (Muriithi & Crawford, 2003).

In Somaliland however since it proclaimed independent country from Somalia n 1991 international aid agencies and local none governmental organizations have ried to place development projects but unfortunately most of these developmental rojects (67%)have failed due to improper practice or absence of project planning DFID, report, 2011). As indicated in the act of management of aid interventions of

Somaliland, although the act is waiting for parliament approval yet, there is a legal implication on proper implementation and reporting on project results (Foreground). UN agencies, international organizations and local NGOs must look for government permission to carry out the intervention and the government will align it in the prioritization of sectoral development. Articles 11.4, 11.29 and 11.30 concisely highlight the agreement of grant funds, approval of project plans, submission of project progressive reports and project final reports among others. yet the act is not widely giving the guidance needed by the NGOs and lack firm articles of transparency and accountability. However, the reason why projects often fail Somaliland is due to poor planning many times because people do not define the problems well or do not take important factors into consideration such as the needs and views of everyone involved in and affected by the project.

However, activity planning is the process of identifying the specific schedule activities that need to be performed to produce the various project deliverables" Johnson and Tony, 2005). During the activity planning one answers the questions, what has to be done. Other questions like "who will do the activity", "how much time will it take", or "when has it to be started or finished" will be answered later: "In creating (the) activity list, one should focus on what is being done, not who is doing it, how long it will take, or when it is being done (Johnson and Tony, 2005).

According to Mulcahy, Rita (2004). Project activity planning is part of project management and is a key determinant of project success; it is a document that is used in clearly stating how the project work will be performed, to whom is assigned to perform a piece of work, when will it be done and at what cost is this kind of work needs to be accomplished. when it comes to implementation phase, it contributes a lot to achieve project objectives within time and within the assigned budget, it clearly indicates project scope, goal, objectives and the activities that are to be under taken in order to achieve project objectives. Activity planning also indicates the costs that is assigned to each activity within the project and when is it to be done, a prominent tool that is used when assigning time and cost to the activities is the use of Gantt chart, it sets milestone to these activities and the project overall,

however activity planning of a project is important because it facilitates to monitor and evaluate the activities to make sure if the objectives are to be achieved, if not what makes them to deviate and what appropriate decision should be taken, it is also important that it assists communication among project stakeholders. It's important to remember that the plan is a living document. It can and should be frequently updated throughout the life cycle of the project.

According to Scott W. Ambler (2007) project success can be measured as the ability that a project can meet its goals and objectives on time and under budget. A successful project must be able to achieve the deliverables or the predetermined targets and objectives in its completion or at the end of project life cycle, with covering time, cost, and performance, (Harold Kerzner, 2009). However project success can be measured the ability that any project can meet its goals and objectives under the targeted time, budgeted cost and performance which are the most three determinants of project's success another factor may be considered for project success which is the acceptance of the beneficiaries, this can be reached on letting the local community participate throughout project cycle and most mportantly during project planning.

So, this study conceptualized activity planning (Independent Variable) which is he process that is used in clearly stating how the project work will be performed vith in due cost, schedule and quality (Harold Kazner, 2009) against success of ommunity projects (Dependent Variable).

This study was conducted to avail the level of activity planning on the success f community projects in Maroodijeex region, Somaliland. It is to contribute more nportant information and finding for successful projects by putting more onsideration on activity planning.

tatement of the Problem

Community development Project failure is standing a issue that is common in omaliland which inhibits the improvement of socio-economic development of the ountry (Said, 2008). As a consequences of the war against regime the Siyad Barre

and the followed civil and tribal wars all infrastructures in the region have severely been eroded at all levels, educational system has deteriorated and schools became ill-equipped. Economic and financial systems of the country have drastically declined, this created a need for community development projects (Said, 2008).

Nevertheless, the government of Somaliland attached great importance for all developmental projects from international community through international and local non-governmental organizations, as it consider a developing edge of the country and a sharp tool which aid the improvement of social wellbeing (National Development plan, 2010). In Somaliland however since it proclaimed independent country from Somalia in 1991 international aid agencies and local none governmental organizations have tried to implement social project in education, health, economy peace building and reconciliation but unfortunately most of these developmental projects (67%)have failed due to improper practice or absence of project planning (DFID, report, 2011).

More recently the extension project of Egal international airport funding by Kuwaiti government which was assigned to spend 5 million dollars has ended up with huge failure because of poor project activity planning which resulted people to loot money by claiming to carryout activities which are barely irrelevant to the project. 2 million out of the total project cost were claimed to spent in monitoring and evaluation. In which the activities that were monitored are not defined.

The failure of projects can contribute many bad consequences like economic loot out, educational decline, social decline and many other consequences Lawrance, 1997). However, according to Peters, (2004) project failure are resulted from missed deadlines, inaccurate estimate, poor communications, poor risk management, poor activity planning, insufficient resources and lack of feasibility study.

In the mentioned scenario the prevailing problem which the study intends to investigate is the lack or little practicability of Project activity planning in community projects which leads many undesirable outcomes like the termination of many useful projects, which have resulted retardation of all socio-economic parameters like

deterioration of economic and financial development, decline in educational improvement which affected the wellbeing of the society.

Purpose of the Study

The purpose of this study is to determine and describe the impact of activity planning on success of community projects of selected organizations in Maroodijeex region of Somaliland. This study is aiming at knowing if there is significant difference of relationship between these two variables (activity planning and success of community projects) which was not adequately sought out in the context in which this study covered and to fill the gap. This study will attempt to validate the theory of projects proposed by Koskela (2000) where the project is conceptualized as a transformation of inputs to outputs that are associated with numerous activities to plan.

This Study explored to test the hypothesis which this study is based upon and generate new knowledge which will uncover unknown importance of proper activity planning for successful community projects.

Research Objectives

The objectives in which to be sought further in this study were as follows:

1. To identify the level of activity planning among selected organizations in Maroodijeex Region of Somaliland.
2. To identify the level of success of community project in selected organizations in Maroodijeex Region of Somaliland.
3. To find out if there is a difference in the level of activity planning among selected organizations according to their sex.
4. To find out if there is a relationship between the level of activity planning and success of community project among selected organizations in Maroodijeex region of Somaliland.

Research Question

This study provided an answer to the following research questions.

1 What is the level of activity planning among selected organizations in Maroodijeex Region of Somaliland?
2 What is the level of success of community project in selected s organizations in Maroodijeex Region of Somaliland?
3 Is there a difference in the level of activity planning among selected organizations according to their sex?
4 Is there a relationship between the level of activity planning and success of community project among selected organizations in Maroodijeex Region of Somaliland?

Hypothesis

There is no significant relationship between the level of activity planning and success of community project among selected organizations in Maroodijeex Region of Somaliland.

Scope

Geographical Scope

This study will be conducted in selected Non-Governmental Organizations in Maroodijeex Region having 8 districts, Ahmed Dhagah has (21), Mohamoud Haybe 19), Koodbuur (25), Ga'an-Libah (22), 26-June(33) , Baligubadle (11), Salahiay (8) and Gabiley(15). These districts are where most of the organizations operate in.

Theoretical scope

The theory of project proposed by Koskela (2000) which states that projects are inputs transformed to outputs by decomposing and planning the activities was approved by this study

Content Scope

The study examined Project activity planning on success of community project, the strengths and weaknesses of these aspects, significant difference in activity planning, success of community project among selected Organizations, cause and effect relationship between the independent variables (activity planning) and dependent variable (success of community Project).

Time scope

This study was conducted from February 2013 up to September 2013, this research thoroughly sought out how organizations and project manager practicing activity planning to their project from a period of 10 years (2003-2013). During this time research will be done without any delay.

Significance of the Study

The following disciplines will benefit from the findings of this study.

The **project managers** of the selected organization will realize the benefits of activity planning to their upcoming project and will realise where the shoe pinches for their failure of meeting projects to their goals and objectives.

Project team will also utilize the findings of this study as it illustrates the great importance of activity planning for project success and discovers many determinants for the smooth flow of their projects.

Governments are among the end-users of this study to apparently make accountability for all organizations to conduct Activity planning before running a project to avoid failure later, another group which may benefit from this study are **top level managers** of the organizations after knowing the importance of Activity planning on project success and to monitor project teams to develop proper activity planning.

The **future researchers** will utilize the findings of this study to embark on a related study.

Operational Definitions of Key Terms

For the purpose of this study, the following terms are defined as they are used in the study:

Project Activity Planning is a process of preparing thoroughly all necessary activities of the project by indicating when each activity is to be put in place and how much cost allocated to each activity and assigning responsible person for each work by using tools like Gantt chart or PERT, it is a way of preparing monitoring tools to track down of whether project activities are on the way of achieving project objectives or not and developing a tool to communicate project stakeholders.

Demographic characteristics of the respondents are attributes looked for in this study in terms of gender, age, qualifications, number of years teaching experience, number of qualified teachers and number of licensed teachers.

Project an activity that has a beginning and an end which is carried out to achieve a particular purpose to a set quality within given time constraints and cost limits.

Project success is the ability that any project can meet its goals and objectives through covering budgeted cost, targeted time and performance

Local non-governmental organizations (LNGOs)

Community is a group of people live in a same geographical share identity, having and striving for one common purpose of theirs.

Community development refers interaction between people and joint action, rather than individual activity; it also focuses on collective improvement and vitality of participation, flexibility, equity, attitudes.

CHAPTER TWO

REVIEW OF RELATED LITRETURE

Concepts, Opinions, Ideas from Authors/ Experts

Activity Planning

Clarke (1999). Activity planning can be defined as the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals. It is important to note that planning involves looking at a number of different processes: Identifying the vision, goals or objectives to be achieved, Formulating the strategies needed to achieve the vision and goals, Determining and allocating the resources (financial and other) required to achieve the vision and goals, Outlining implementation arrangements, which include the arrangements for monitoring and evaluating progress towards achieving the vision and goals. Activity planning is the process of identifying the specific schedule activities that need to be performed to produce the various project deliverables" (Carr, Marvin .. et al. 1993).

This process identifies "the deliverables at the lowest level in the work breakdown structure" which is the level of "work packages": Each work package is planned (decomposed) into smaller components called schedule activities to provide a basis for estimating, scheduling, executing, and monitoring and controlling the project work" (Carr, Marvin .. et al. (1993).). On the base of the work packages (defined as deepest level of WBS entries (leaves)) one collects all activities (steps), which together constitute the work packages. Or shortly spoken: Activity definition is the decomposition of the work packages. During the activity definition one answers the questions, what has to be done. Other questions like "who will do the activity", how much time will it take", or "when has it to be started or finished" will be answered later: "In creating (the) activity list, you focus on what is being done, not who is doing it, how long it will take, or when it is being done" (Carr, Marvin .. et al. 1993).

According to Prof. Shlomo Globerson Ofer Zwikael (2002) for proper project completion both activity planning and execution need to be properly implemented.

Control is used as the monitoring mechanism to ensure that each of the two phases is properly implemented, corrective actions being introduced where there are undesired discrepancies between the project's planed activities and its execution.

Much has been written about control (e.g. Cleland, 1994, Wysocki et al., 1995, Kimmons, 1990, Fleming & Koppelman, 1995, Shtub et al., 1994, Beach, 1990, Zwikael et al., 2000). However, most of this literature relates to the use of control during the execution phase, the plan being used as the base line for evaluating progress during the execution phase. The main reason for the scarcity of literature on planning control is the difficulty in defining a base line for monitoring progress during the planning phase. One may say that stakeholders' requirements should be used as the base line for evaluating planning. However, requirements are expressed in terms of functional needs, whereas activity planning is expressed by technical parameters. As these two areas use different "units of measurement", they are difficult to compare. Despite the evaluation and control difficulties, it is of the utmost importance to verify that activity planning is properly done and to develop tools that will improve its quality. Poor planning will result in poor execution (Prof. Shlomo Globers on Ofer Zwikael, 2002).

According to Dr Anne Touwen (2001) the task of establishing project activity plan is setting sound goals and objectives for any project or programme. According to Prof. Abdul Matheen project activity planning is the most important responsibility of project manager and are planning integrating and executing plans. Almost all projects, because of their relatively short duration and often prioritised resources, required formal and detailed planning. The integration of planning activities is essential to coordinate the individual plans of the various functional groups. Planning can be described as the function of selecting the enterprise objectives and establishing the policies, procedures and programme necessary to achieve them, planning is basically establishing a predetermined course of action within a forecasted environment.

Project

John Carroll (2009) defined project as a series of tasks or activities that have to be carried out in order to bring about a change or achieve some other identified

objectives that have specific goal and have started and have someone (project manager) to run it and steer it through to achievement of the goal. Prof. Abdul Matheen (2009) defined project as a non-repetitive activity goal oriented being persuade with a particular end or goal in mind, it has a particular set of constraints usually centred on time and resources and the output of the project must be measurable.

Project success

According to Baccarini (1999) project success consists of two separate components, namely project management success and project product success. He distinguishes between them as follows:

Project management success focuses on the project management process and in particular on the successful accomplishment of the project with regards to cost, time and quality. These three dimensions indicate the degree of the 'efficiency of project execution' (Pinkerton 2003).

Project product success focuses on the effects of the project's end-product. Although project product success is distinguishable from project management success, the successful outcomes both of them are inseparably linked. If the venture is not a success, neither is the project' (Pinkerton 2003).Thus, following Baccarini (1999), in simplistic terms project success can be summarized as:

Project success = project management success + project product success

Developmental projects

According to Johns Hopkins University since 1990.There is no universally accepted definition of the development projects, However, from the standpoint of empirical international research, it is possible to refer to the conceptual framework established within a vast comparative project coordinated by the On such a basis, the non-profit sector consists of organisations with the following characteristics: they are formal, they are private they are independent, they cannot distribute profits to either their members or their administrators, they must involve some level of voluntary participation by volunteers and/or donors, and they must be founded on the free and voluntary affiliation of their members

Community development project

Rural community development is a process conducted by community members, it is a process where local people can not only create more jobs; income and infrastructure, but also help their community become fundamentally better able to manage change. Community development builds the five capitals of a community; physical, financial, human, social and environmental (Jim, 2003). Community development combines the idea of "community" with "development". We discussed earlier the concept of community a group of people with a shared identity. Hence, community development relies on interaction between people and joint action.

Theoretical Perspective

This Study is based on the theory of project proposed by Koskela (2000). Cited form Koskela and Howell (2002b).Is provided by the transformation view on operations. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. There are a number of principles, by means of which a project is managed. These principles suggest, for example, decomposing the total transformation hierarchically in to smaller transformations, tasks, and minimizing the cost of each task independently. We contend that understanding of management is based on three theories: management-as-planning, the dispatching model and the thermostat model. In management-as-planning, management at the operations level is seen to consist of the creation, revision and implementation of plans. This approach to management views a strong causal connection between the actions of management and outcomes of the organization. The dispatching model assumes that planned tasks can be executed by a notification of the start of the task to the executor. The thermostat model is the cybernetic model of management control that consists of the following elements: there is a standard of performance; performance is measured at the output; the possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached.

The theoretical foundation of management has to be extended. Regarding planning, the approach of management-as-organizing adds the idea of human

activity as inherently situated (Johnston and Brennan 1996). Thus, planning should also focus on structuring the environment to contribute to purposeful acting. Concerning managerial execution, the language/action perspective, originated by Winograd and Flores (1986), conceptualizes two-way communication and commitment, instead of the mere one-way communication of the classical communication theory. The scientific experimentation model of control of Shewhart (Shewhart and Deming 1939) focuses on finding causes of deviations and acting on those causes, instead of only changing the performance level for achieving a predetermined goal in case of a deviation. The scientific experimentation model adds thus the aspect of learning to control.

The theory of last planer refers to the hierarchical chain of planners, where the last planner acts at the interface to execution. Thus, this method concentrates on the detailed planning just before execution, rather than the whole planning process. The method of Last Planner distinguishes planned tasks according to Can, Should and Will modalities. The tasks pushed from the higher planning levels belong to the should category. In look ahead planning (with a time horizon of 3-4 weeks), the prerequisites of upcoming assignments are actively made ready, in other words, they are transferred to the Can category. This, in fact, is a pull system (Ballard 1999) that is instrumental in ensuring that all the prerequisites are available for the assignments. In conventional project management, the plan pushes tasks to execution; only the should category is recognized. Another principle is to maintain a buffer of tasks, which are sound for each crew. Thus, if the assigned task turns out to be impossible to carry out, the crew can switch to another task. This principle is instrumental in avoiding lost production (due to starving or suboptimal conditions).

Theoretically interpreted, look ahead planning aims at alignment of plan and situation. "Should" represents the tasks in the plan, and "Can" represents those tasks that realistically will be possible to start in the situation. Thus, look ahead planning subscribes to the view of human action as situated - a foundational assumption of managing as organizing, while also acknowledging the significance of plans for action as advocated by managing-as-planning.

Scrum has emerged in the last half of the 1990's as an alternative project management methodology for software projects where unpredictability accentuates due to uncertainties in both requirements and technology (Schwaber and Beedle 2002). It is a result of evolution rather than of a deliberate design based on a new theoretical foundation. The use of Scrum has turned out to lead to clear benefits in terms of productivity, duration and customer satisfaction (Schwaber and Beedle 2002). Scrum deviates starkly from the conventional project management doctrine. Two outstanding differences are that there is no Work Breakdown Structure, and that dispatching decisions have been totally decentralized.

Related Studies

Most authors agree that a project is a unique endeavour, a special task that has not been done before. Consequently, it is very difficult or even impossible to know precisely at the initial planning stage what are all the activities that need to be carried out in order to complete the project, and what their cost and duration parameters are (Andersen, 1996). The issue is even more severe when the kind of activities that should be undertaken depends on the outcome of earlier activities. For that reason some might even jump to a conclusion that planning is not necessarily helpful or even desirable (Andersen, 1996). Andersen proposes to replace the standard planning approach with milestone planning (Andersen, Grude, Haug, 1995 and Turner, 1993) where a milestone is defined as a result to be achieved. Since a milestone describes what is to be done, but not the way it should be done, milestone planning promotes result-oriented thinking rather than activity-oriented thinking.

According to Pinto (2010) projects are developed to resolve a clear goal or set of goals, there is no such thing as a project team with an ongoing, nonspecific purpose. It's goals, or deliverables, define the nature of the project and that of its team. Projects are designed to yield tangible results, either as a new product or service, the goal must be specific and the project organized to achieve a stated aim. Pinto also argued that the traditional project management functions of planning, organizing, motivating, directing and control apply project management. Project managers must be technically well versed, proficient at administrative functions,

willing and able to assume leadership roles and above all goal oriented: the project manager is the person most responsible for keeping track of the big picture. the nature of project management responsibilities should never be underestimated precisely because they are both diverse and critical to project success.

Bart (1993) points out that the traditional approach of planning and controlling of R&D projects tends to fail mainly because of too much formal control which curtails creativity from playing a crucial role in execution of the project. Bart proposes to reduce the formal control and keep only a minimum required level.

Even if we agree with Bart and keep planning to a minimum level, there is no argument as to the contribution of complete and accurate capture of end-user requirements to successful project completion. This is because the output of the requirements analysis stage will most likely determine the output of the entire development process. Posten (1985) has found that 55%of all defects in R&D projects occur during requirement analysis and specification whereas 43% of all defects are not found until after the testing stage.

The importance of the initiation phase stands out relative to other phases in he project life cycle (King, Cleland, 1988, Meyer, Utterback, 1995). Kohli, Chitkara 2011) the probability of successfully completing the project is minimal at the start of the project and the risk is the highest. The probability of successful completion gradually increases and the risk decreases as work progresses.

Kohli, Chitkara (2011) stressed that there are many factors that determine the outcome of a project, but the five main parameters that define a project are scope, quality, resource, completion time and cost. They defined scope by determining the deliverables of the project which must be specified, unique and verifiable product hat must be produced in order or complete a process or a phase of a project. in erms of quality of the project it must be achieved in terms of design, drawing and pecifications. Resources included manpower, material and machinery that are necessary to perform the work. It is resources that measures productivity of efficiency with which resources are utilised. Completion time is defined by the speed with which the project is to be executed. And lastly cost is defined as the budget

expenditures which clients/donors has agreed to commit for the creation/acquisition of the desired project.

Defining risk generally signifies an uncertain event, situation or condition which may occur. it may have either positive or negative effect on the achievement of the project objectives. Some risks may pose a threat to the achievement of the project objectives. While some other risks may enhance performance of the project (Kohli, Chitkara 2011). however all risks that are in line with the project must be assessed to reduce their outcome or effect by using risk probability assessment tools, risk impact assessment, risk classification and risk ranking, after the assessment of project risks project managers must think about to mitigate the defined risks and employ risk mitigation strategies (i.e. risk transfer, risk deferred, risk reduction, risk acceptance, risk avoidance, and risk sharing) (Kohli, Chitkara 2011).

Dvir et al (1999) in a recent study of development projects in Israel indicate that the origination and initiation phase, in which major decisions are made, such as deciding the project objectives and planning the projects execution, has the most influence on the project success. They also found that although the preparation of formal design and planning documents has a strong positive effect on meeting the projects time and budget objectives, it also contributes significantly to the customers benefits from the end-product.

The discussion above led us to distinguish between three levels of planning. The first is at the end-user level, where planning focuses mainly on the functional characteristics of the project end product. Next is the technical level, where the team that has to create the product focuses on the technical specifications of the project deliverables that are needed to support the functional requirements. Finally, at the project management level, the focus is on planning the activities and processes that need to be carried out in order to allow the technical work to proceed effectively.

According to the Construction Industry Institute (1995) Pre-project activity planning is "the process of developing sufficient strategic information with which owners can address risk and decide to commit resources to maximize the chance for

a successful project, It is at this early planning stage that significant decisions are nade by the project team. Pre-project planning process constitutes a comprehensive ramework for detailed project planning and includes scope definition. Project scope lefinition is the process by which projects are selected defined and prepared for lefinition. It is a key practice necessary for achieving excellent project performance Merrow, and Yarossi, 1994). And is a key element in the pre-project planning rocess. How well pre-project activity planning is performed will affect cost and chedule performance, operating characteristics of the facility, as well as the overall inancial success of the project (Gibson, and Hamilton, 1994). Inadequate or poor cope definition, which negatively correlates to the project performance, is among he most problems affecting a community project (Gibson, and Dumont, 1996). The esult of a poor scope definition is that final project costs can be expected to be igher because of the inevitable changes which interrupt project rhythm, cause ework, increase project time, and lower the productivity as well as the morale of he work force (O'Connor, and Vickroy, 1986).

According to Gibson, and Dumont, (1996) success during the detailed design, onstruction, and start-up phases of a project highly depends on the level of effort xpended during the scope definition phase as well as the integrity of project lefinition package, Therefore, it is important to investigate the relationship between roject planning and project success with real data from the industry. In order to neasure the project planning efforts for each construction project, a scope definition ool, Project Definition Rating Index (PDRI) is incorporated in this research to valuate the completeness of project scope definition. The Project Definition Rating ndex, developed by CII, is a comprehensive, weighted checklist of crucial scope lefinition elements that have to be addressed in project planning process. It rovides the project team a simple and easy-to-use tool to objectively evaluate the urrent status of a project during project planning. Since its development, esearchers at the University of Texas at Austin and Construction Industry Institute CII) have been collecting project planning information using the PDRI. For the niqueness of the different sectors in the construction industry, two versions of the DRI have been developed specifically for the Industrial and Building sectors. In ddition to project planning information collected using the PDRI, project

performance (cost and schedule) information was also collected through the data collection process. Traditional statistical analysis method, Simple Linear Regression, and non-traditional statistical analysis method, Artificial Neural Network, were selected in this research to investigate the relationship between project activity planning and project performance using the sample project data.

There is wide divergence of opinions in this field; the only agreement seems to be the disagreement on what constitutes 'project success'. (Murphy, Baker & Fisher, 1974; Pinto & Slevin 1988; Gemuenden & Lechler, 1997 and Shenhar, Levy, and Dvir 1997) De Wit (1988) and other writers distinguish between project success (measured against the overall objectives of the project) and project management success (measured against the widespread and traditional measures of performance against cost, time and quality). The second distinction is also important, it is the difference between success criteria (the measures by which success or failure of a project or business will be judged) and success factors (those inputs to the management system that lead directly or indirectly to the success of the project or business).

Verma (1995, 1996) writes that communication, teamwork, and leadership are vital components of effective management of project human resources and are necessary to accomplish project objectives successfully. Crawford (2002) describes success in the following way: "A perception... "And; "The project meets the technical performance specifications and/or mission to be performed, and if there is a high level of satisfaction concerning the project outcomes...."

Cleland (1986) suggested that "project success is meaningful only if considered from two vantage points: the degree to which the project's technical performance objective was attained on time and within budget; the contribution that the project made to the strategic mission of the enterprise."Freeman and Beale 1992) provided an interesting example of the different points of view of people: "An architect may consider success in terms of aesthetic appearance, an engineer in terms of technical competence, an accountant in terms of dollars spent under budget, a human resources manager in terms of employee satisfaction, and chief executive officers rate their success in the stock market." Freeman and Beale (1992) reviewed the project management literature, identified seven main criteria for

measuring the success of projects; five of them are more frequently used than others: Technical performance, Efficiency of execution, Managerial and organizational implications (mainly customer satisfaction), Personal growth, and Manufacturability and business performance.

Project success may be assessed by different interest groups stockholders, managers, customers, employees, and so on. Criteria for measuring project success must therefore reflect different views (Stuckenbruck, 1986). Baccarini (1999) dentified two distinct components of project success. Project management success this focuses upon the project process and, in particular, the successful accomplishment of cost, time, and quality objectives. It also considers the manner in which the project management process was conducted. Product success this deals with the effects of the project's final product. It is common for project management literature to confusingly intertwine these two separate components of project success and present them as a single homogenous group. In order to properly define and assess project success, a distinction should be made between product success and project management success, as they are not the same.

Pinto & Slevin (1988) after sampling over 650 project managers, the researchers concluded that "project success" is something much more complex than simply meeting cost, schedule, and performance specifications. In fact client satisfaction with the final result has a great deal to do with the perceived success or failure of projects. Further, Baker, Murphy and Fisher (1983, 1988) conclude:"In the long run, what really matters is whether the parties associated with, and affected by, a project are satisfied Good schedule and cost performance means very little in the face of a poor performing end product."In the words of Baker et al. (1983): "instead of using time, cost and performance as measures for project success, perceived performance should be the measure."

Clarke (1999) also states that by targeting the main problems and issues using the key success factors as a focus could make a significant difference to the effectiveness of project management. In order to ensure that a project is completed successfully, project plans need to be updated regularly. He continues to profess that success will be measured more easily when the objectives are clearly stated at the outset of the project.

Ward (1995) opines that: "scope and objectives are the guiding principles that direct the efforts of the project team and they will determine a project's success or failure". According to Radolph & Posner (1994), having a few key objectives focuses the team on the target and creates commitment and agreement about the project goals. Richardson (1995) & King (1996) think that none of the key success factors described in the literature are responsible, on their own, for ensuring a project's success- they are all *International Journal of Business and Management* September, 2008 inter-dependent and require a holistic approach to be taken. Groups of success factors and their interactions are of prime importance in determining a project's success or failure.

Belassi and Tukel (1996) grouped the success factors listed in the literature and described the impact of these factors on project performance. They grouped the factors into four areas: Factors related to the project, Factors related to the project managers and the team members, Factors related to the organization and Factors related to the external environment. In their second part of the research with a total of 57 responses, many project manager related factors have been found to be critical. In contrast with a previous finding using 91 responses, a noticeable shift in ranking from organizational factors towards factors related to project managers and team members was witnessed with project managers' related factors dominating over the organizational factors. They came out with some important relationships as well. For example, when time is used to measure project success, then a project manager's skills and communication between the team members become critical. in previous studies it was assumed that if a project's completion time exceeds its due date, or expenses overran the budget, or outcomes did not satisfy a company's predetermined performance criteria, the project was assumed to be a failure. Today we know that determining whether a project is a success or failure is far more complex."

Community development combines the idea of "community" with development". We discussed earlier the concept of community a group of people with a shared identity. Hence, community development relies on interaction between people and joint action, rather than individual activity, what some sociologists call "collective agency" (Flora and Flora, 1993). "Development" is a

process that increases choices. It means new options, diversification, thinking about apparent issues differently and anticipating change (Christenson et.al., 1989). Development involves change, improvement and vitality a directed attempt to improve participation, flexibility, equity, attitudes, the function of institutions and the quality of life. It is the creation of wealth – wealth meaning the things people value, not just dollars (Shaffer, 1989). It leads to a net addition to community assets, avoiding the "zero sums" situation where a job created "here", is a job lost 'there". Putting the two terms together. Community development means that a community itself engages in a process aimed at improving the social, economic and environmental situation of the community. The community is both the means and the end of community development. The community itself takes action and participates together. It is through this action community becomes more vital, not just economically but as a strong functioning community in itself.

Research has identified that people management drives project success more than technical issues do (Scott-Young & Samson, 2004). Despite this finding, there exists only a small body of research that examines the so-called soft project management, the people side of project management (Kloppenborg & Opfer, 2002).The successful project manager should have the following skills and competencies: flexibility and adaptability, preference for significant initiative and leadership, aggressiveness, confidence, persuasiveness, verbal fluency, ambition, activity, forcefulness, effectiveness as a communicator and integrator, broad scope of personal interests, poise, enthusiasm, imagination, spontaneity, able to balance technical solutions with time, cost, and human factors, well organized and disciplined, a generalist rather than a specialist, able and willing to devote most of his or her time to planning and controlling, able to identify problems, willing to make decisions, able to maintain a proper balance in use of time (Archibald, 1976).

Turner & Müller (2004, 2005) have been studying the impact of project leader and his/her leadership style on project success. The research is still in progress. In the words of Turner & Müller (2005), "the literature on project success factors has largely ignored the impact of the project manager, and his or her leadership style and competence, on project success. This may be because most of the studies asked project managers their opinion and the respondents have not given due

consideration to their own impact on project success. Or, it may be because the studies have not measured the impact of the project manager and, thus, not recorded it. Or, it may be because the project manager has no impact. However, that last conclusion is in direct contrast to the general management literature, which postulates that the leadership style and competence of the manager has a direct and measurable impact on the performance of the organization or business. Thus, the authors have been commissioned by the Project Management Institute to study whether the leadership style and competence of the project manager is a success factor on projects and whether different styles are appropriate on different types of projects."Almost everyone is familiar with projects perceived as successful by those involved in their implementation; while the very same projects have been poorly received by customers (Pinto & Slevin 1988).

There are other projects that consumed excessive resources and were considered internal failures, but were later hailed as successful by their customers and become a source of revenue for the company for many years (De Wit, 1986). The combination of a changing organizational environment and changing project characteristics make the role of the project leader difficult (Krahn& Hartman, 2004. Within this environment, a competent project manager is frequently regarded as having a significant impact on overall project success (Ammeter & Dukerich, 2002; Smith, 1999; Sutcliffe, 1999) as well as being critical to other project elements, such as the success of the project team, including team members' motivation and creativity (Rickards, 2001). This strong link with success ensures that project manager competencies are of particular interest.

CHAPTER THREE

METHODOLOGY

Research Design

This study was employed the *descriptive survey* design specifically the *descriptive comparative* and *descriptive correlational* strategies. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involves events that have already taken place and may be related to present conditions Further, descriptive surveys are used to discover causal relationships (descriptive correlational), differences (descriptive comparative), to provide precise *quantitative* description and to observe behaviour.

Research Population

According to the register of ministry of planning of Somaliland there are 154 organizations which operate in for the community development in Maroodijeex Region of Somaliland, which were the target population of this study. They were categorized as 96 international non-governmental organizations and 58 local non-governmental organizations.

These 154 organizations have different mandates and they differ in capacity and number of years of expertise, yet they all exercise some extent of activity planning, that is the prime reason the researcher selected to collect the data from them.

Sample Size

In view of the nature of the target population where the number respondents are many, a sample was taken from each category. Table 1 below shows the respondents of the study with the following categories: district, target population and sample size. The Slovene's formula was used to determine the minimum sample size.

$$n = \frac{N}{1+N\,d^2}$$

Where:

n = the required sample size

N = the known population size &

e = the level of significance (Which is given = 0.05)

$$= \frac{154}{1+ 154(0.5)^2}$$

$$= \frac{154}{1 + 154(0.0025)}$$

$$= \frac{154}{1+0.385}$$

$$= \frac{154}{1.385}$$

$$= \underline{\underline{111}}$$

Table 1

Respondents of the Study

District	Target population		Sample size	
	LNGOs	INGOs	LNGOs	INGOs
Ahmed Dhagah	15	6	11	4
MohamudHaybe	13	6	9	4
Kodbuur	18	7	14	5
GaánLibah	16	6	13	4
26-Jun	23	10	17	7
Bali gubadlel	9	2	6	1
Salahlay	6	2	4	1
Gabiley	11	4	8	3
Total	**154**		**111**	

source: ministry of interior, 2012

Sampling Procedures

The systematic random sampling was utilized to select the respondents based on these criteria:

1. sex
2. age
3. qualification
4. sector

From the list of qualified respondents chosen based on the inclusion criteria, the systematic random sampling was used to finally select the respondents with consideration to the computed minimum sample size.

Research Instruments

The research tools that were utilized in this study include the following: (1) *Face sheet* to gather data on the respondents' demographic characteristics (gender, age, qualifications and sector); (2) *researcher devised questionnaires* to determine the levels of *activity panning* and success in community development projects. In terms of activity planning, the response modes and scoring are as follows: *strongly agree* (4); agree (3); disagree (2); strongly disagree (1).

While a *researcher-made instrument* adopted on success in community projects in terms of the aspects of projects activity planning (13 items), and success in community projects (12). The scoring system of this instrument is as follows: strongly agree (4); agree (3); disagree (2); strongly disagree (1).

Validity and Reliability of the Instruments

Content validity was insured by subjecting the researcher devised questionnaires on activity planning and success in community project to judgment by the content experts (who estimated the validity on the basis of their experience) such as professors (3), associate professors (3) and senior lecturers (3) in Project management.

Content Validity Index (CVI) has been used to assure whether the study was valid or not.

$$CVI = \frac{\text{No of valid items}}{\text{Total no of items}}$$

Table 2

The results of the content validity index

Variable	Total No of items	Number of valid items	CVI
Activity planning	13	11	0.84
Internal Success	6	5	0.83
External	5	5	1

According to Amin (2005), the minimum CVI to declare an instrument valid is 0.7 (70%), as all the items (Content Validity Index) on Table 2 are higher than 0.7 (70%).

Table 3

Cronbach's alpha coefficients for Reliability of feasibility study and success of community projects

Variable	Total No of items	Cronbach's alpha
Activity planning	13	.947
Internal success	6	.836
External success	6	.995

Results in Table 3 indicate that the instrument (Questionnaire) had a high degree of reliability, with all Cronbach's alphas for all items being greater than 0.8 (80%), which according to Amin (2005) is the minimum Cronbach's alpha required to declare the instrument reliable.

Data Gathering Procedures

Before the administration of the questionnaires

1. An introduction letter was obtained from the College of Higher Degree and Research Centre for the researcher to solicit approval to conduct the study from respective heads of local and international non-governmental organizations.
2. When approved, the researcher was secured a list of the qualified respondents from the ministry of planning, and select through systematic random sampling from this list to arrive at the minimum sample size.
3. The respondents were explained about the study and will be requested to sign the Informed Consent Form.

4. Reproduced more than enough questionnaires for distribution.
5. Selected research assistants who would assist in the data collection; brief and orient them in order to be consistent in administering the questionnaires.

During the administration of the questionnaires

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher and assistants were emphasized retrieval of the questionnaires within seven days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all are answered.

After the administration of the questionnaires

The data gathered was collated, encoded into the computer and statistically reated using the Statistical Package for Social Sciences (SPSS).

Data Analysis

The frequency and percentage distribution was used to determine the lemographic characteristics of the respondents.

The mean and standard deviations were applied for the levels of activity 'lanning and Success in Community Development Projects. An item analysis was lustrated the strengths and weaknesses of the respondents based on Activity 'lanning and Success in Developmental Projects in terms of mean and rank. From hese strengths and weaknesses, the recommendations were derived.

The following mean range was used to arrive at the mean of the individual ndicators and interpretation:

l. *For the level of Activity Planning*

Mean Range	**Response Mode**	**Interpretation**
.26-4.00	strongly agree	very important
.51-3.25	agree	important
.76-2.50	disagree	less important
.00-1.75	strongly disagree	have no important

B. For the level of project success

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	very important
2.51-3.25	agree	important
1.76-2.50	disagree	less important
1.00-1.75	strongly disagree	have no importance

The two independent samples t-test and one way analysis of variance (ANOVA) were used to determine if there are significant differences in the level of Activity Planning and Success in Community Projects according to the profile characteristics of respondents.

The 0.05 level of significance was used to determine the significance of the difference and to accept or reject the hypothesis. The Pearson's linear correlation coefficient (PLCC) was used to determine if there is a significant relationship between the level of activity planning and the level of success in community projects at 0.05 level of significance and to test the hypothesis.

Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. Seek permission to adopt the researcher-made questionnaire on Activity Planning.
2. Ask permission through a written request to the concerned officials of the organizations included in the study.
3. Request the respondents to sign in the *Informed Consent Form*
4. Acknowledge the authors quoted in this study through citations and referencing.
5. Present the findings in a generalized manner.

Limitations of the Study

In view of the following threats to validity, the researcher was claimed an allowable 5% margin of error at 0.05 level of significance. Measures are also

indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

1. *Extraneous variables* which were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.
2. *Instrumentation:* The research instruments on activity planning and community project success were not standardized. Therefore a validity and reliability test was done to produce a credible measurement of the research variables.
3. *Attrition/Mortality*: Not all questionnaires were returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, more respondents by exceeding the minimum sample size. The respondents were also be reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.
4. 6 questionnaires were not retrieved do to the above circumstances, however, the researcher was retrieved 101/111 a return rate of over 91%, which according to Amin (2005) is beyond the minimum return rate of 75% acceptable in social sciences. But the researcher distributed back to the missing questionnaires with the different respondents.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF

INTRODUCTION

This chapter presents the presentation of data, analysis and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation was divided in to two parts. The first part deals with *presentation, interpretation and analysis of the research questions and objectives.*

Demographic information of the respondents

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of the population in the study.

In addition to that, the first objective of this study was to determine the profile of the respondents as to Age, Gender, Qualification, and Sector to examine what category the majority of the respondents are fit in. data on this objective was analyzed under the question "what are the demographic characteristics of the respondents as to: Age, Gender, Highest qualifications, and operational sector.

Table 4

Profile of the respondents (n=111)

Gender	**Frequency**		**Percentage (%)**
Male	65		59%
Female	46		41%
Total	**111**		**100%**
Age (in years)	20-29`	49	44%
	30-39	32	29%
	40-49	16	14%
	50-Above	14	13%
Total		**111**	**100**
Education level	Certificate	13	12%
	Diploma	16	14%
	Bachelors	42	38%
	Masters	33	30%
	PhD	7	6%
Total		**111**	**100**
Qualification under the sector	Health	31	28%
	Education	42	38%
	Environment	15	13%
	Human right	23	21%
Total		**111**	**100%**

Source: primary data 2013

From the above table 3 it is indicated that different categories were sought ıut from the respondents in the study. When determined by the sex majority of hem 65 (59%) were men whereas the other 46 (41%) of the respondents were emale; there were more male participants than the female. this is revealed that the nale staff and managers dominated the NGO sector in Maroodijeex region of omaliland. Said (2008), Yusuf (2005) and ministry of national planning (2010) ɔund out the similar findings in their reports.

The researcher described respondents according to their age in order to stablish the impact it might have activity planning on community projects.

The findings of the study showed majority of the respondents 44%(49) belonged at the age of 20-29, and 13% (14) were aged 50 and above whose percentage was the lowest. In terms of educational background majority of the respondents 38% (42) were bachelors degree holders, the second group of the were master holders which represents 30% (33) and only seven people out of the total respondents were PhD holders which represents 6%. However, most NGOs employ graduate staff for their projects. This has a compliance with findings of Omer *et al* (2005) who found that 44% of the project staff are aged between 20-39; Similar findings were highlighted in the report of Somaliland Ministry of National Planning *et al* (2007).

Table 4 also indicate a result that shows that majority of the organizations in Maroodijeex run project that are in line with the Millennium development Goal2 (MDG) which was achieving universal primary education hence majority of the organizations work on under educational section which shows a total of 38% (42), while 13% (15) out of these organizations work on environmental sector. Yusuf (2010) in his research on sustainability of community development projects in Maroodijeex and Awdal regions found out that majority of the organizations 40% operation these areas implement educational projects

Description of the independent variable

Level of activity planning among community development projects

The first objective of this research was to determine the level of activity planning in selected organizations in Maroodijeex region of Somaliland. This objective were measured by 13 items or questions in the questionnaire (Non-standardized) each is selected from one to four; (1= strongly disagree; 2= disagree; 3=agree; 4= strongly agree). To find the answers to this objective, their responses were analyzed using SPSS summary statistics showing the means and standard deviations, as indicated in table 3.

Table 5:

Level of activity planning *(item analysed =111)*

Activity Planning			
Category	**Mean**	**Interpretation**	**Rank**
Activity plan contributes monitoring and evaluation.	2.84	Important	1
Activity plan can identify and discrepancies happen on execution phase	2.76	Important	2
Planning activities gives consideration for what activity should be done.	2.72	Important	3
The main task of setting activity plan is to establish sound goal and objectives for the project.	2.7	Important	4
Activity planning assist project managers to manage and be alert on risks.	2.68	Important	5
Activity planning assigns each activity to the responsible person	2.63	Important	6
A well carried out activity plan can lead proper execution of the project	2.57	Important	7
Activity planning allocates each activity to the appropriate time	2.56	Important	6
When planning activities for project each activity is allocated to the appropriate resource	2.53	Important	9
The best tool to prepare activity planning is work breakdown structure	2.43	Less important	10
Activity planning sets out project scope	2.4	Less important	11
Activity planning sets out clear milestone for the project	2.36	Less important	12
The best technique for preparing activity planning is schedule planning	2	Less important	13
Overall mean	**2.55**	**Important**	

Source: primary data 2013

For interpretation of responses, the following numerical values and descriptions were followed:

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	very important
2.51-3.25	agree	Important
1.76-2.50	disagree	less important
1.00-1.75	strongly disagree	have no important

According to table 5 the results show that majority of the respondents agree (overall mean =2.55) with the level of activity planning that is interpreted as important. Activity plan contributes monitoring and evaluation (mean=2.84) has the highest mean score, which is interpreted as important based on the above criteria. The other item activity plan can identify any discrepancies happen on execution phase (mean=2.76) has also a relatively high mean among the rest items.

Results from table 5 has shown the best technique for preparing activity plan s schedule planning (mean = 2.00) has the lowest mean score among all items respondents protested that it has no importance to the level of activity planning,

Findings form table 3 remains parallel for what other studies found out i.e. Richardson, (1995) concludes that the main task of setting activity plan is to establish sound goal and objective for the project.

Scott-Young, and Samson, (2004). Were also argued to their study that activity planning leads proper execution of the project by allocating each activity to the appropriate time, resource and responsible person

Description of the dependent variable

Description of the level of success among community projects in Maroodijeex region

The second objective of this research was to determine the level of success of community development projects in selected organizations in Maroodijeex region of Somaliland. this objective were measured by 12 items or questions in the questionnaire (Non-Standardized) each is selected from one to four 1= strongly disagree; 2= disagree; 3= agree; 4= strongly agree. to find an answer to this objective, respondents were asked number of questions, their responses were analyzed using SPSS's summary statistics showing the means and standard deviations, as indicated in table 4.

Table 6:

Level of success of community development projects

Community development projects			
Category	Mean	Interpretation	Rank
Internal success			
Project success can be measured to the extent to which that project meets its objectives with the planned resources and timeframe.	4	Very important	1
Drawing a baseline study and conducting proper situational analysis have great importance to the project success (good feasibility study)	2.76	Important	7
Preparing proper project plan can lead project success	2.68	Important	8
Hiring and selecting skills and competent project management team can add value to project success	2.67	Important	9
Skills and knowledge of project manager is an integral determinant factor for project success.	2.64	Important	10
How project is healthy financially can determine project success (cost of project)	2.64	Important	11
external success			
The extent to which project beneficiaries are satisfied for that project can be measured for project success (client and user satisfaction)	3.61	Very important	2
The level of sustainability of the project after the work has finished and handed over to the beneficiaries (level of sustainability)	3.56	Very important	3
To that extent the project beneficiaries are benefiting from the project (project functionality and fitness for purpose,)	3.38	Very important	4
Community participation and involvement of all stakeholder	3.2	Important	5
To the extent to which the project is serving effectiveness, efficiency and economy (value for money)	3.04	Important	6
To the extent to which the project is free from defects (legal claims)	2.61	Important	12

source: primary data 2013

For interpretation of responses, the following numerical values and descriptions were followed:

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	very important
2.51-3.25	agree	Important
1.76-2.50	disagree	less important
1.00-1.75	strongly disagree	have no important

According to table 6 the results show that the level of community projects was Important, *(average mean of 3.07),* the findings according to table 6 revealed project success can be measured to the extent to which that project meets its objectives with the planned resources and timeframe (average mean = 4) and nterpreted as very important.

The respondents also strongly agreed the extent to which project beneficiaries are satisfied for that project can be measured from project success (mean = 3.61) and interpreted as very important. The item of the extent to which the project is free from defects/legal claims (mean = 2.61) has the least mean score, which is interpreted as important based on the above criteria.

The results from the above table are in relation to other studies, Shillabear, 2001) pinpointed that the project's success or failure depends on how it meets its set objectives with the planned resources and within the timeframe.

Laird, (2001) was highlighted his research that the level of sustainability of he project after its handover to the beneficiaries is a clear index on the project's success.

Significant difference between activity planning and success of community projects

The third objective of the study was to determine if there is a significant difference between the levels of activity planning according to their sex in selected organizations in Maroodijeex region of Somaliland. The researcher tested the null hypothesis "There is no significant relationship between the level of activity planning according to their sex among organizations in Maroodijeex Region of Somaliland"

To achieve this objective and to test the hypothesis the researcher used means a basis of correlation between the two variables. The results are represented in the following table 7.

Table 7

difference between activity planning and success of community project

Group Statistics						
Category	**Sex**	**Mean**	**sig**	**t-value**	**Interpretation**	**Decision on Ho**
Activity planning	male	3.87	0.0379	2.843	Significance Difference	Rejected
	female	3.53				

Source: primary data, 2013

According to table 7 the level of activity planning differs significantly according to the sex of the respondents (sig. 0.0379), it also reveals that male respondents have greater (average mean 3.87) then female (average mean 3.53), that means male respondent show high importance on activity planning then female. Thus the researcher rejected the null hypothesis "there *is no significant difference in the level of activity planning among selected organizations according to their sex* " and accepted the alternative *"there is significant difference in the level of activity planning among selected organizations according to their profile characteristics* ".

Testing the relationship between variables

Relationship between activity planning and success of community projects

The fourth objective of the study was to determine if there is a significant relationship between the levels of activity planning and success of community development projects in selected organizations in Maroodijeex region of Somaliland. The researcher tested the null hypothesis " There is no significant relationship between the level of activity planning and success of community project among organizations in Maroodijeex Region of Somaliland"

To achieve this objective and to test the hypothesis the researcher used means a basis of correlation between the two variables. The results are represented in the following table 7.

Table 8:

Relationship between activity planning and success of community development projects

Level of activity planning Vs success of community projects				
Variables Correlated	**r-value**	**Sig.**	**Interpretation**	**Decision on Ho**
Activity planning vs Internal Success	0.061	0.000	Positive and Significant	Rejected
Activity planning vs External success	0.408	0.000	Positive and Significant	Rejected

Source: the researcher 2013

The r-value (0.061) in the level of activity planning and internal success and :he r-value (0.408) in activity planning and external success with their corresponding ;ig value (0.000) indicates a positive correlation between the two variables (r>0). The sig values (0.0000) indicates that the two variables (activity planning and :ommunity projects) in selected organizations in Maroodijeex region, Somaliland. The sig. value is less than 0.05, which is the maximum sig. value for us to state :xistence of a significant relationship) basing on these results, the stated research ıypothesis is rejected, the alternative is accepted leading to conclusion that activity)lanning and community projects (sig. =0.0000) are significantly correlated at 0.05 evel of significance.

In addition that these two variables have positive correlation which means hey are going on the same direction, as one increase, the other one increases)ositively, therefore; if the level of activity planning increase the level of success in :ommunity projects also increases.

This study implies the same with those studies previously found out by some esearchers. Radolph and Posner (1994). that activity planning determines the uccessfulness of the project, they were in strong position that if the scope of the ıroject is clearly defined during activity planning then it will lead the project into uccessful accomplishment.

Pinto and Slevin (1989). are also found out that over 79% of the failed R&D projects were because of poor activity planning in the early planning phase of the project, thus they concluded that project activities must be drawn in a plain paper before it kicks off, specifically Pinto and Slevin recommended that Gant charts, PERT, CPM and WBS are fruitful tools for activity planning.

Finally this study concurs with the theory of project proposed by Koskela (2000). Who proposed that projects are inputs transformed to outputs by decomposing and planning the activities.

Table 9

Regression Analysis of level of activity planning and level community project success

(Level of sig=0.001)

Variables Regressed	Adjusted r^2	F-value	Sig	Interpretation	Decision on Ho
ACTIVITY PLANNING Vs COMMUNITY PROJECT SUCCESS	0.785	146.028	0.000	Significant effect	Rejected

Source: Primary data - September, 2013

The results in Table 9 showed that activity planning significantly affect the success of community projects in Maroodijeex region (F = 146.028, sig. = 0.000). Also, the results indicated that all items in activity planning has an influence over Adjusted r^2 =0.785) 69% on community project success. This result tells that activity planning is very important for the success of community development projects in Maroodijeex region, Somaliland.

Uddesh and Chitkara (2011) pinpointed that activity planning have great influence on the successfulness of the project and one should identify all relevant activities of the projects. Pinto, (2007) also addresses that activity planning determines the successful implementation of the project.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUTION AND RECOMMENDATIONS

This chapter presents the summary of the findings, conclusions and recommendations.

DISCUSSION OF FINDING

This study was guided by four objectives which comprised of these; (i) to determine the level of activity planning among selected organizations in Maroodijeex region of Somaliland. (ii) to determine the level of success of community development project in selected organizations in Maroodijeex region of Somaliland. (iii) to determine if there is a significant difference in the level of activity planning and success of community development projects among selected organizations according to their sex (iv) to determine if there is significant relationship between the level of activity planning and success of community projects in selected organizations in Maroodijeex region, Somaliland .

Profile characteristic of the selected organizations

in determining the profile of the respondents in terms of gender, age, qualification and under their operating sector. The findings revealed that the male respondents dominated the local and international NGOs with a percentage of 59% (65) comparing to female staff which constituted 41% (46) young aged people at the age bracket of 20- 29 years also took a substantial role with 49% (49). It was also revealed that the NGOs mostly employ bachelor degree holders which were indicate by a higher percentage of 38% in relation to the other qualification in place.

Due to the culture of the people, gender disproportionate in the working context is common and many other researchers found out similar findings like this study (e.g. Habiba, 2012, Mohamed Yusuf, 2013, Rahma Yusuf, 2009). Findings also indicate that young and juvenile people who are freshly graduated and have no

elevant experience could count project failures instead of employing highly xpertise and relevant people.

It was also shown by the researcher through the findings that majority of the rganizations in Maroodijeex region run project that are in line with the Millennium levelopment Goal2 (MDG) which was achieving universal primary education.

.evel of activity planning among community projects in Maroodijeex region

The first objective was to determine the extent of activity planning in selected rganizations. the findings showed, the level of activity planning in selected rganizations was important because of the average mean of this objective which vas 2.55, which means that most of the respondents agreed that the level of activity lanning is important.

in reference to the findings the low mean indicated that project people have elative importance on planning activities in community projects and conceptualizes : as an integral part of it, yet the high number of young people working in social rojects in the country need understand further the importance of activity planning or community projects as they are lacking the key knowledge of it as they can't use ctivity planning tools.

.evel of success among community projects in Maroodijeex region

The second objective was to examine the level of community projects in elected organizations. The mean index indicated that the degree of community evelopment projects is 3.07. Accordingly, the findings revealed that the majority of ne respondents have agreed that the community development projects indicators vere important.

Discussions under this objective indicated that community development rojects are very important for the lives of so many people who live in the region, ndicators shown that the community projects which have been implemented in this egion and was successfully accomplished had positively impacted on the lives of the ocal inhabitants as well as the country. based on the prioritization made by the

government leads to make the international aid more rigorous, education and economic project are substantially increased the level of social well-being of the society by reducing literacy and empowering the households by income generation.

Significant relationship between activity planning as success of community projects in Maroodijeex Region of Somaliland.

The third objective was to determine if there is a relationship between the level of activity planning and the level of community development projects of selected organizations in Maroodijeex region, Somaliland. as the statistical figures computed by the researcher illustrates there is a strong positive correlation between these two variables which make the discussion to conclude that proper planning and implementation of the project activities will lead successful accomplishment of the projects.

This strong correlation shows that activities must be though thoroughly and written down in a plane paper before anything else in the project, all other planning aspects of the project planning (work plan, procurement plan, human resource plan, risk plan, budget plan etc.) must come after activity planning so that community projects smoothly implemented.

Significant difference between activity planning and success of community projects

Discussions under the fourth objective which was to identify whether the level of activity planning differs significantly according to the sex of the respondents as indicated by the average means given to either sex and their corresponding Sig value illustrates that the is a difference of male and female for planning activity in community projects this was because of numerous reasons (i) the domination of male staff in community projects then female (ii) the relatively low level of education and experience then male staff which prevents women to have top management roles in projects and to be asked about activity planning (iii) culture barriers are also another important factor that female do not contribute much on activity planning on community projects, they are seen as an inferiors then men whose voice has nothing to do with the decisions (iv) religion doesn't allow women to travel without spouse or relative yet planning activities also need to visit villages or field this remains

onstraint for female to contribute planning activities for community development rojects.

Activity planning significantly affects the success or failure of community roject likewise business and construction projects as the statistical figures pointed ut, and the researcher found out that people in top managerial positions of NGOs nd even project staff skips or poorly perform activity planning on community rojects which at the end adversely affects the successfulness of the project. lowever this is because of the limited knowledge of project management on people f top managerial roles of community projects

ONCLUSION

Through the findings that study revealed, the researcher made the following onclusions:

More men are contributing and participating community projects in Hargeisa istricts than women; most of them are graduates, this suitable for the quality of ommunity projects being implemented throughout the region.

There was a relatively good level of activity planning in terms of how it ontributes to M&E, establishment of sound goal and objective of the project and larming risks associated with the project.

The level of activity planning and community projects in Maroodijeex regions ignificantly differed in terms of gender. i.e. male dominated in every stage of articipation compared to female contribution to the community projects.

The level of activity planning is positively and significantly correlated with the uccess of community projects in Maroodijeex Regions indicating that high level of ctivity planning is substantially increasing the success of community projects in laroodijeex region, Somaliland.

The high level of activity planning among community projects in Maroodijeex were boasted by the importance shown by respondents interims of allocation of activity to the corresponding time, resource and responsible person, high level of signalling risks towards or associating to each activity, high importance of how activity planning leads proper execution of the projects and how it sets out clear goal and objective of the projects. On contrary, there were other factors that project staff do not consider in community projects in Maroodijeex region, which are preparing schedule planning when they are planning project activities and they show less importance that activity planning can pave the way a clearer project scope.

The high level of success of community projects were increased by how the project meets its objectives with the planned resources and time after it has been identifies by planning activities and the extent to which beneficiaries are satisfied the outcomes of that project, and how it is effective sums up. The level of sustainability was also important to the success of community projects.

The study also revealed that there was strong relationship between the level of activity planning and the level success of community projects in Maroodijeex region, Somaliland. This is because of the correlation of 0.401 and the level of significance at 0.000

Recommendation

The researcher has argued in this report that community development projects are important to the community. Basing generalizations on the findings of this study, the research recommends that:

Qualified women must be encouraged to participate community projects so that equal proportionate to male staff must be available in community projects in Maroodijeex region of Somaliland. Expertise people must be handed in the managerial roles of community projects since they have greater experience compared to fresh people who may have inadequate skills or experience in handling community projects.

There is a genuine need that the implementing agencies to take into account ıvolving local communities particularly during activity planning stage of the projects, ecision-making process, project controlling activities. Direct involvement by the ɔmmunities for the most part of the above mentioned factors will directly and ositively influence the overall success and sustainability of projects in Marodijex ɛgion.

Activity planning techniques must be trained by people involving community rojects so that they can easily manage and identify and activity associating with the roject special emphasis must be given of tools like Gantt chart, critical path analysis CPA), work break down structure (WBS) and program evaluation and review ɛchnique (PERT), these tools will also enable to be clear on the scope and bjectives of the project.

Traditional way of managing community development projects by people with ıe low level of academic qualifications are to be avoided in order to be more uccessful young and fresh people and those who have adequate experience for ıanaging projects should be encouraged and hired by the organizations.

People at top managerial positions of those organizations must acknowledge the nportance of planning activities and must enforce by those in hand of the project ork to practiced it.

The government of Somaliland should introduce laws and regulations that will overn the planning aspects of community development projects and do continuous ıonitoring and evaluation to ensure whether or not projects have achieved their ɛrgets.

Finally the researchers recommends that it's a collective responsibility of the overnment , NGOs, profit organizations and the community to promote the skills of ıe project employees in Somaliland, to perceive that employees are competent and ıat development will positively impact the socio-economic development of the ociety.

Suggestions for Further Research

Despite its limitations, this study should way for future research in this area In order to know more about the successes of community projects through Somaliland, and here are some imperative areas:

1. employees perception on activity planning for success or failure of community project in Marodijex region of Somaliland.
2. contribution of activity planning to the sustainability of the community projects in Marodijex region of Somaliland.
3. harmonizing activity planning to the other planning activities in community projects in Marodijex region of Somaliland.
4. factors behind gender disproportionate among local NGOs in Marodijex region of Somaliland.
5. Equal Employment Opportunities (EEO) and success of community projects in Somaliland.
6. how people perceive activity planning can lead community project success in other regions of Somaliland.

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APPENDIX I A

TRANSMITTAL LETTER

OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC)

COLLEGE OF HEIGHER DEGREE AND RESEARCH CENTER (CHDRC)

KAMPALA INTERNATIONAL UNIVERSITY

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256 - 414 - 266813 / +256 - 772 - 322563
Fax: +256 - 414 - 501 974
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Website: www.kiu.ac.ug

OFFICE OF THE HEAD OF DEPARTMENT, ECONOMIC AND MANAGEMENT SCIENCE

COLLEGE OF HIGHER DEGREE AND RESEARCH (CHDR)

Date November 22nd 2012

RE: REQUEST FOR HAMSE ABDILAHI ABDI MPP/36753/121/DF TO CONDUCT RESEARCH IN YOUR ORGANIZATION.

The above mentioned is a bonafide student of Kampala International University Pursuing Masters Of arts in Project Planning Management .

He is currently conducting research entitled " **Activity Planning and Success of Community Development Project in Selected local and International Organizations in Marodijex Region Of Somaliland .** "

Your organization has a been identified as a valuable source of information pertaining to his research project , the purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with at most confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramedhan

Head Of Department

Economics and Management Science, (CHDR)

NOTED BY:

Dr Sofia Sol T, Gaite

Principal CHDR

APPENDIX IB

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a Master Degree of Project Planning and Management candidate of Kampala International University. Part of the requirements for the award is a Thesis. My study is entitled, *Activity Planning and Success of Community Projects in selected Organizations in Maroodijeex Region of Somaliland.* Within this context, may I request you to participate in this study by answering the questionnaires. Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within seven days (7)?

Thank you very much in advance.

Yours faithfully,

Mr. Hamse Abdillahi Abdi

APPENDIXII

CLEARANCE FROM ETHICS COMMITTEE

ate_____

andidate's Data

Name_____

Reg. # _____

Course _____

Title of Study _____

_____

:thical Review Checklist

The study reviewed considered the following:

___ Physical Safety of Human Subjects

___ Psychological Safety

___ Emotional Security

___ Privacy

___ Written Request for Author of Standardized Instrument

___ Coding of Questionnaires/Anonymity/Confidentiality

___ Permission to Conduct the Study

___ Informed Consent

___ Citations/Authors Recognized

:esults of Ethical Review

___ Approved

___ Conditional (to provide the Ethics Committee with corrections)

___ Disapproved/ Resubmit Proposal

:thics Committee (Name and Signature)

:hairperson _____

1embers _____

APPENDIX III

INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Hamse ɔdillahi Abdi that will focus on Activity Planning and Success of Community ɛvelopmental Projects.

I shall be assured of privacy, anonymity and confidentiality and that I will be ɣen the option to refuse participation and right to withdraw my participation ytime.

I have been informed that the research is voluntary and that the results will given to me if I ask for it.

tials:_____

te 19-Sep-2013

APPENDIX IV A

DEMOGRAPHIC CHARACTARISTICS OF RESPONDENTS

Fact Sheet

ode# _____ Data Received by Respondent _____

irection: please tick one

1. Your sex; ___1.Male ___2. Female

2. age; ___1. 20-29 ___2. 30-39

___3. 40-49 ___4. 50 and above

2. Education level ___1. Certificate ____2. Diploma

____3. Bachelors ____4. Masters

____5. PhD

3. Qualification under their sector;

__ 1. Health

__ 2. Education

__ 3. Environment

__ 4. Human right

APPENDIX IV B

QUESTIONNAIRE TO DETERMINE ACTIVITY PLANNING

DIRECTION: rate your ability, knowledge or skill on the following item by ticking the right number corresponding with each question. key; 1=strongly disagree; 2 = Disagree; 3 = Agree; 4 = Strongly agree.

#	*Question*	*Rank*			
1	The best technique for preparing activity planning is schedule planning	*1*	*2*	*3*	*4*
2	Activity planning sets out clear milestone for the project	*1*	*2*	*3*	*4*
3	Activity planning sets out project scope	*1*	*2*	*3*	*4*
4	The best tool to prepare activity planning is work breakdown structure	*1*	*2*	*3*	*4*
5	When planning activities for project each activity is allocated to the appropriate resource	*1*	*2*	*3*	*4*
6	Activity planning allocates each activity to the appropriate time	*1*	*2*	*3*	*4*
7	Activity planning assigns each activity to the responsible person	*1*	*2*	*3*	*4*
8	Activity planning assist project managers to manage and be alert on risks.	*1*	*2*	*3*	*4*
9	The main task of setting activity plan is to establish sound goal and objectives for the project.	*1*	*2*	*3*	*4*
10	Planning activities gives consideration for what activity should be done.	*1*	*2*	*3*	*4*
11	Activity plan can identify and discrepancies happen on execution phase	*1*	*2*	*3*	*4*
12	A well carried out activity plan can lead proper execution of the project	*1*	*2*	*3*	*4*
13	Activity plan contributes monitoring and evaluation.	*1*	*2*	*3*	*4*

APPENDIX IV C

QUESTIONNAIRE TO DETERMINE COMMUNITY DEVELOPMENT PROJECT SUCESS

IRECTION: rate your ability, knowledge or skill on the following item by ticking the ght number corresponding with each question. Key; 1=strongly disagree; 2 = isagree; 3 = Agree; 4 = strongly agree.

⊭	*Question*	*Rank*			
	Internal success				
	Project success can be measured to the extent to which that project meets its objectives with the planned resources and timeframe.	*1*	*2*	*3*	*4*
	Drawing a baseline study and conducting proper situational analysis have great importance to the project success (good feasibility study)	*1*	*2*	*3*	*4*
	Preparing proper project plan can lead project success	*1*	*2*	*3*	*4*
	Hiring and selecting skills and competent project management team can add value to project success	*1*	*2*	*3*	*4*
	Skills and knowledge of project manager is an integral determinant factor for project success.	*1*	*2*	*3*	*4*
	How project is healthy financially can determine project success (cost of project)	*1*	*2*	*3*	*4*
	External success				
	The extent to which project beneficiaries are satisfied for that project can be measured for project success (client and user satisfaction)	*1*	*2*	*3*	*4*
	Community participation and involvement of all stakeholder	*1*	*2*	*3*	*4*
	To that extent the project beneficiaries are benefiting from the project (project functionality and fitness for 5purpose)	*1*	*2*	*3*	*4*
0	To the extent to which the project is free from defects (quality satisfaction)	*1*	*2*	*3*	*4*
1	To the extent to which the project is serving effectiveness, efficiency and economy (value for money)	*1*	*2*	*3*	*4*
2	The level of sustainability of the project after the work has finished and handed over to the beneficiaries (level of sustainability)	*1*	*2*	*3*	*4*

RESEARCHER'S CURRICULUM VITAE

To document the details of the researcher, my competency in writing a research and :o recognize my efforts and qualifications, this part of the research report is stand for.

PERSONAL PROFILE

Name: Hamse Abdillahi Abdi
Date of Birth: 27 April, 1987
Nationality: Somali
Marital Status: Single
Contacts: +252-63-4461084, +252-63-4228777, hamzekoshin@gmail.com

EDUCATIONAL BACKGROUND

Bachelor of Business Administration, Finance - 2011
Jniversity of Hargeisa - Hargeisa, Somaliland

Postgraduate Certificate in Project Monitoring and Evaluation– 2012
nstitute of Advanced Leadership - Kampala, Uganda

General Certificate of Secondary Educations (GCSEs- Level) - 2007
Aljazeera Secondary School - Hargeisa, Somaliland

WORK EXPERIENCE

May2013 – To date
Monitoring and evaluation Officer at Nagaad Network
Hargeisa, Somaliland
January 2013 – April 2013
Monitoring and Evaluation Consultant at Progressio, UK
Hargeisa, Somaliland
February2009 – November 2011
Project manager at African Educational Trust (AET)
Hargeisa, Somaliland

OTHER CERTIFICATES

Certificate in Project Planning and Management – 2012
Makerere University, College of Natural Sciences - Kampala, Uganda
Certificate in Statistical Packages for Social Scientists (SPSS) – 2012
Family Business Network, Kampala, Uganda

OMPUTER

icrosoft Office (Word, Excel, Access, PowerPoint), Microsoft Project (2007, 2010), :atistical Packages for Social Scientists (SPSS), accounting packages (Peachtree and uickBooks)

ANGUAGES

nglish: Fluent (Speaking/Writing/Reading)
rabic: Good (Speaking/Writing/Reading)
omali: Native language

BILITIES & COMPETENCIES

Planning, organizing, and prioritizing work
Able to meet deadlines
Communication skills
Ability to work with different people
Capacity to work under pressure
Good interpersonal skills
Good understanding of office procedures and operational systems
Monitoring, judgment and decision-making
Active learning